

1 **Sec. 102.** RCW 28B.76.090 and 2004 c 275 s 4 are each amended to
2 read as follows:

3 (~~The board shall employ a director and may delegate agency~~
4 ~~management to the director.~~) Effective July 1, 2007, an executive
5 director shall be appointed by the governor from a list of three names
6 submitted by the board to the governor. If requested by the governor,
7 the board shall submit additional names for the governor's
8 consideration until an appointment is made. The executive director
9 shall serve at the pleasure of the board, shall be the executive
10 officer of the board, and shall, under the board's supervision,
11 administer the provisions of this chapter. The executive director
12 shall, with the approval of the board: (1) Employ necessary deputy and
13 assistant directors and other exempt staff under chapter 41.06 RCW who
14 shall serve at his or her pleasure on such terms and conditions as he
15 or she determines and (2) subject to the provisions of chapter 41.06
16 RCW, appoint and employ such other employees as may be required for the
17 proper discharge of the functions of the board. The executive director
18 shall exercise such additional powers, other than rule making, as may
19 be delegated by the board by resolution. In fulfilling the duties
20 under this chapter, the board shall make extensive use of those state
21 agencies with responsibility for implementing and supporting
22 postsecondary education plans and policies including but not limited to
23 appropriate legislative groups, the postsecondary education
24 institutions, the office of financial management, the workforce
25 training and education coordinating board, (~~and~~) the state board for
26 community and technical colleges, and the office of the superintendent
27 of public instruction. Outside consulting and service agencies may
28 also be employed. The board may compensate these groups and
29 consultants in appropriate ways.

30 **Sec. 103.** RCW 28B.76.100 and 2004 c 275 s 2 are each amended to
31 read as follows:

32 (1) The board shall establish an advisory council consisting of:
33 A representative of the superintendent of public instruction; a
34 representative of the state board of education appointed by the state
35 board of education; a representative of the two-year system of the
36 state board for community and technical colleges appointed by the state
37 board for community and technical colleges; a representative of the

1 workforce training and education coordinating board appointed by the
2 workforce training and education coordinating board; one representative
3 of the research universities appointed by the president of the
4 University of Washington and the president of Washington State
5 University; a representative of the regional universities and The
6 Evergreen State College appointed through a process developed by the
7 council of presidents; a representative of the faculty for the four-
8 year institutions appointed by the council of faculty representatives;
9 a representative of the proprietary schools appointed by the federation
10 of private career schools and colleges; a representative of the
11 independent colleges appointed by the independent colleges of
12 Washington; and a faculty member in the community and technical college
13 system appointed by the state board for community and technical
14 colleges in consultation with the faculty unions.

15 (2) The members of the advisory council shall each serve a two-year
16 term (~~except for the superintendent of public instruction, whose term~~
17 ~~is concurrent with his or her term of office~~)).

18 (3) The board shall meet with the advisory council at least
19 quarterly and shall seek advice from the council regarding the board's
20 discharge of its statutory responsibilities.

21 NEW SECTION. **Sec. 104.** A new section is added to chapter 28B.76
22 RCW to read as follows:

23 (1) The legislature recognizes that making strategic investments in
24 higher education will increase the prosperity of the residents of
25 Washington state. To ensure the state is making progress towards the
26 goal of educating all students to higher levels, the governor and the
27 legislature intend to provide strategic oversight and to monitor the
28 progress towards reaching the state's goals for higher education.

29 (2) The governor shall convene a five-corners task force every six
30 months through 2017. The task force shall be comprised of the
31 governor, and the chair and ranking minority member of the house of
32 representatives and the senate committees on higher education, or their
33 designees. The executive director of the higher education coordinating
34 board, the executive director of the state board for community and
35 technical colleges, the superintendent of public instruction, the
36 executive director of the workforce training and education coordinating

1 board, the executive director of the council of presidents, and the
2 president of the independent colleges of Washington shall be invited to
3 participate in five-corners task force meetings.

4 (3) The five-corners task force shall: Identify the state's broad
5 needs and priorities for higher education and ensure that the needs and
6 priorities are a focus of the board's policy and planning initiatives;
7 monitor statewide and regional results; focus policy and resources on
8 public priorities; and coordinate state appropriations, tuition, and
9 student assistance policies to provide adequate financial support for
10 institutional operations and ensure higher education is accessible.

11 **PART 2**

12 **POLICY AND PLANNING**

13 **Sec. 201.** RCW 28B.76.200 and 2004 c 275 s 6 are each amended to
14 read as follows:

15 (1) The board shall develop a statewide strategic master plan for
16 higher education that proposes a vision and identifies measurable goals
17 and priorities for the system of higher education in Washington state
18 for a ten-year time period. The board shall update the statewide
19 strategic master plan every four years. The plan shall address the
20 goals of: (a) Expanding access; (b) using methods of educational
21 delivery that are efficient, cost-effective, and productive to deliver
22 modern educational programs; and (c) using performance measures to
23 gauge the effectiveness of the state's progress towards meeting its
24 higher education goals. The plan shall encompass all sectors of higher
25 education, including the two-year system, workforce training, the four-
26 year institutions, and financial aid. The board shall also specify
27 strategies for (~~maintaining and~~) expanding access, affordability,
28 quality, efficiency, and accountability among the various institutions
29 of higher education.

30 (2) In developing the statewide strategic master plan for higher
31 education, the board shall collaborate with the four-year institutions
32 of higher education including the council of presidents, the community
33 and technical college system, and, when appropriate, the workforce
34 training and education coordinating board, the superintendent of public
35 instruction, (~~and~~) the independent higher education institutions, the
36 business sector, and labor. The board shall identify and utilize

1 models of regional planning and decision making before initiating a
2 statewide planning process. The board shall also seek input from
3 students, faculty organizations, community and business leaders in the
4 state, members of the legislature, and the governor.

5 (3) As a foundation for the statewide strategic master plan for
6 higher education, the board shall review role and mission statements
7 for each of the four-year institutions of higher education and the
8 community and technical college system. The purpose of the review is
9 to ensure institutional roles and missions are aligned with the overall
10 state vision and priorities for higher education.

11 (4) In assessing needs of the state's higher education system, the
12 board (~~may~~) should encourage partnerships, embrace innovation, and
13 consider (~~and~~), analyze, and make recommendations concerning the
14 following information:

15 (a) Demographic, social, economic, and technological trends and
16 their impact on service delivery for a twenty-year horizon;

17 (b) The changing ethnic composition of the population and the
18 special needs arising from those trends;

19 (c) Business and industrial needs for a skilled workforce;

20 (d) College attendance, retention, transfer, graduation, and
21 dropout rates;

22 (e) Needs and demands for basic and continuing education and
23 opportunities for lifelong learning by individuals of all age groups;
24 (~~and~~)

25 (f) Needs and demands for nontraditional populations including, but
26 not limited to, adult learners; and

27 (g) Needs and demands for access to higher education by placebound
28 students and individuals in heavily populated areas underserved by
29 public institutions.

30 (5) The statewide strategic master plan for higher education shall
31 include, but not be limited to, the following access and educational
32 delivery items:

33 (a) Recommendations based on enrollment forecasts and analysis of
34 data about demand for higher education, and policies and actions to
35 meet (~~these needs~~) the goal of expanding access;

36 (b) State (~~or~~) and regional priorities for new or expanded degree
37 programs or off-campus programs, including what models of service
38 delivery may be most cost-effective;

1 (c) Recommended policies or actions to improve the efficiency of
2 student transfer and graduation or completion;

3 (d) State ~~((or))~~ and regional priorities for addressing needs in
4 high-demand fields where enrollment access is limited and employers are
5 experiencing difficulty finding enough qualified graduates to fill job
6 openings;

7 (e) Recommended tuition and fees policies and levels; and

8 (f) Priorities and recommendations including increased transparency
9 on financial aid.

10 (6) The board shall present the vision, goals, priorities, and
11 strategies in the statewide strategic master plan for higher education
12 in a way that provides guidance for institutions, the governor, and the
13 legislature to make further decisions regarding institution-level
14 plans, policies, legislation, and operating and capital funding for
15 higher education. In the statewide strategic master plan for higher
16 education, the board shall recommend specific actions to be taken and
17 identify measurable performance indicators and benchmarks for gauging
18 progress toward achieving the goals and priorities.

19 (7) Every four years by December 15th, beginning December 15,
20 ~~((2003))~~ 2007, the board shall submit an ~~((interim))~~ update of the ten-
21 year statewide strategic master plan for higher education to the
22 governor and the legislature. The ~~((interim))~~ updated plan shall
23 reflect the expectations and policy directions of the legislative
24 higher education and fiscal committees, and shall provide a timely and
25 relevant framework for the development of future budgets and policy
26 proposals. The legislature shall, by concurrent resolution, approve or
27 recommend changes to the ~~((interim))~~ updated plan, following public
28 hearings. The board shall submit the final plan, incorporating
29 legislative changes, to the governor and the legislature by June of the
30 year in which the legislature approves the concurrent resolution. The
31 plan shall then become state higher education policy unless legislation
32 is enacted to alter the policies set forth in the plan. The board
33 shall report annually to the governor and the legislature on the
34 progress being made by the institutions of higher education and the
35 state to implement the strategic master plan.

36 (8) Each four-year institution shall develop an institution-level
37 ten-year strategic plan that implements the vision, goals, priorities,
38 and strategies within the statewide strategic master plan for higher

1 education based on the institution's role and mission. Institutional
2 strategic plans shall ~~((also))~~ encourage partnerships, embrace
3 innovation, and contain measurable performance indicators and
4 benchmarks for gauging progress toward achieving the goals and
5 priorities with attention given to the goals and strategies of
6 increased access and program delivery methods. The board shall review
7 the institution-level plans to ensure the plans are aligned with and
8 implement the statewide strategic master plan for higher education and
9 shall periodically monitor institutions' progress toward achieving the
10 goals and priorities within their plans.

11 (9) The board shall also review the comprehensive master plan
12 prepared by the state board for community and technical colleges for
13 the community and technical college system under RCW 28B.50.090 to
14 ensure the plan is aligned with and implements the statewide strategic
15 master plan for higher education.

16 **Sec. 202.** RCW 28B.76.210 and 2004 c 275 s 7 are each amended to
17 read as follows:

18 (1) The board shall collaborate with the four-year institutions
19 including the council of presidents, the community and technical
20 college system, and when appropriate the workforce training and
21 education coordinating board, the superintendent of public instruction,
22 and the independent higher educational institutions to identify budget
23 priorities and levels of funding for higher education, including the
24 two and four-year institutions of higher education and state financial
25 aid programs. It is the intent of the legislature that recommendations
26 from the board reflect not merely the sum of budget requests from
27 multiple institutions, but prioritized funding needs for the overall
28 system of higher education.

29 (2) By December of each odd-numbered year, the board shall
30 distribute guidelines which outline the board's fiscal priorities to
31 the institutions and the state board for community and technical
32 colleges. The institutions and the state board for community and
33 technical colleges shall submit an outline of their proposed budgets(~~(~~
34 ~~identifying major components, to the board no later than August 1st of~~
35 ~~each even-numbered year)) to the board no later than July 1st of each
36 even-numbered year. Pursuant to guidelines developed by the board,
37 operating budget outlines submitted by the institutions and the state~~

1 board for community and technical colleges after January 1, 2007, shall
2 include all policy changes and enhancements that will be requested by
3 the institutions and the state board for community and technical
4 colleges in their respective biennial budget requests. Operating
5 budget outlines shall include a description of each policy enhancement,
6 the dollar amount requested, and the fund source being requested.
7 Capital budget outlines shall include the prioritized ranking of the
8 capital projects being requested by two-year and four-year
9 institutions, respectively. A description of each capital project, and
10 the amount and fund source being requested, shall be included for each
11 capital project appearing in the prioritized ranking. The office of
12 financial management shall reference these reporting requirements in
13 its budget instructions.

14 (3) The board shall review and evaluate the operating and capital
15 budget requests from four-year institutions and the community and
16 technical college system based on how the requests align with the
17 board's budget priorities, the missions of the institutions, and the
18 statewide strategic master plan for higher education under RCW
19 28B.76.200.

20 (4) The board shall submit recommendations on the proposed budgets
21 and on the board's budget priorities to the office of financial
22 management before (~~November~~) October 1st of each even-numbered year,
23 and to the legislature by January 1st of each odd-numbered year.

24 (5) Institutions and the state board for community and technical
25 colleges shall submit any supplemental budget requests and revisions to
26 the board at the same time they are submitted to the office of
27 financial management. The board shall submit recommendations on the
28 proposed supplemental budget requests to the office of financial
29 management by November 1st and to the legislature by January 1st.

30 **PART 3**

31 **MISCELLANEOUS**

32 NEW SECTION. Sec. 301. Part headings used in this act are not any
33 part of the law.

34 NEW SECTION. Sec. 302. Section 102 of this act is necessary for

1 the immediate preservation of the public peace, health, or safety, or
2 support of the state government and its existing public institutions,
3 and takes effect immediately.

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